

KANSAS STATE UNIVERSITY

# NEXT-GEN K-STATE

DRAFT STRATEGIC PLAN 2030



# KANSAS STATE UNIVERSITY

DRAFT



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## A LETTER FROM THE PRESIDENT AND PROVOST

In July 2022, our K-State community set out on an ambitious, inclusive and comprehensive process to define our future as a “next-generation land-grant university.”

More than 10,000 surveys, interviews, focus groups, listening sessions and other conversations yielded an array of thoughts, perspectives and ideas — from those that apply to the university and all those we serve, to those with narrower but still vital bearing on the colleges, units, departments or other elements of our institution.

Our values, vision and future aspirations are a direct reflection of this input, along with significant data analysis conducted alongside this year-long engagement and planning process. This plan elevates the bold ideas generated through many of these discussions — namely, opportunities that move us in a direction that is significantly different from where we have been before and deliver tremendous value to all those we serve in bold, exciting and transformative ways.

We want to extend our heartfelt appreciation to the thousands of individuals who shared their time, talents, ideas and perspectives to inform our future, including:

**100+ participants** one-on-one and small group interviews

**70+ listening sessions** with faculty, staff, students and stakeholders across the institution and campuses

**9 regional community visits throughout our state** to hear from Kansans about the future of K-State

**8,000+** total faculty, staff, students, parents, employers and alumni **survey respondents**

**100+ members** of the K-State community who served on six planning **task forces**

**18 members** of the K-State community who served on a **branding task force** to develop K-State’s future brand strategy in alignment with the university’s strategic plan

**24 members** of the K-State community who served on the **Next-Gen K-State Strategic Planning Advisory Committee**

Our K-State community was clear across these thousands of interactions: We must preserve, hold tightly and elevate the aspects of our university that make K-State such a special place, but we must also challenge ourselves to think and be different — to truly meet the needs of all those we serve today and those we will serve in the future. Leveraging our rich history as the nation’s first operational land-grant university, we must also continue to reinforce the distinctive opportunities and real social mobility a K-State education provides our learners – helping to positively impact our communities, our economy and the world.

This requires us to be bold and visionary in transforming our university to meet the new and emerging needs of our communities, state and world, supported by aggressive goals framed as strategic imperatives that we will rally around to drive our transformation— **including growing our traditional and nontraditional enrollment to 30,000 by 2030.**

How will we achieve this growth? The short answer is through transformational change. We will elevate all facets of our student and learning experience, research and discovery enterprise, and Extension and engagement activities. We will aggressively work to increase our graduate student population as a key driver of this growth in tandem with our continued focus on traditional undergraduate students, including accelerating our master’s degree programs and graduate student enrollment to position K-State as a top graduate school in the region. This growth in our academic enterprise and graduate student population aligns with the research part of our mission and aggressive goals we have set to **grow our annual research and discovery expenditures to \$300 million by 2030.**

We must also broaden our focus beyond our traditional undergraduate and graduate student populations to serve a much broader and more expansive learning population — including urban and rural, Pell-eligible, high-achieving, first-generation, international and domestic, military and adult learners. As we work toward this bold target, we know that the differences and range of these learning populations will have different needs than those we have traditionally served. We must push ourselves to come together and reimagine the workforce, structures and resources that will be necessary to meet the needs of our learners, achieve our goals and fulfill our land-grant mission.

As the next generation of learners prepares to decide where and how they pursue their education and career path, we must help make this decision simple — by promising and delivering on an expectation that when they attend K-State, they will be well prepared and positioned for what comes next. This is our charge, and it is one we are prepared to rise to meet.

In the coming year, we will expand this university-level planning focus as our colleges, departments and units work to define goals, strategies and metrics that help to advance our university priorities and targets. We will also focus on making the necessary investments and adapting our systems, structures and processes to support our growth.

We look forward to working together as we implement this plan – as “One K-State” – and set the standard for next-generation land-grant universities in all we do.

*Go ‘Cats!*

Richard Linton  
PRESIDENT

Chuck Taber  
PROVOST AND EXECUTIVE VICE PRESIDENT  
CHAIR, NEXT-GEN K-STATE STRATEGIC PLANNING ADVISORY COMMITTEE





## INTRODUCTION

K-State will become a new kind of land-grant university to serve a changing world and thrive in an uncharted future.

**Kansas State University is one of the nation's most storied higher education institutions.**

In 1863, shortly after Congress adopted the Morrill Act, K-State became the first operational land-grant university in the U.S. — leading the way for the more than 100 land grants that followed. Land grants like K-State were established to expand educational opportunities for the working class and served a key role in helping to create and sustain the middle class in every state. In the 160 years since, K-State has worked to deliver on that mandate, empowering Kansas residents and all who seek an education at K-State with the knowledge they need to be successful, engaging in groundbreaking discovery and innovation and serving the state through community engagement and Kansas State Research and Extension.

**Today, K-State once again finds itself in a position to define the future of land-grant universities.**

However, the world around K-State today is a far different place. For generations, a college education has provided a clear path to a career, but the value of that path has become uncertain to some in recent years. The world has started to confuse education with intelligence, degrees with guarantees

and advantage with success. There is arguably no better time for higher education to both communicate and deliver clear value to all those it serves. And there is inarguably no type of higher education institution more well positioned to help chart a path to a brighter future for our world than land grants — **starting with the nation's first.**

K-State will lead the way as a next-generation land-grant university, guided by an ambitious strategic plan designed to embrace and elevate key differentiators that make our university such a special place for so many while pushing ourselves to think and act boldly — **embracing transformation as not just an idea but as an imperative.**

We recognize it is not solely K-State's responsibility to redefine higher education for the next generation of our state, nation and world, but it is a mantle we choose to carry and an opportunity that we embrace. We will do this in close partnership and alignment with the Kansas Board of Regents, which provides tremendous leadership in the state for higher education. This strategic plan is designed to directly support and reinforce KBOR's focus on serving Kansas families, Kansas businesses and the state's economic prosperity.

We will be nimble and adaptive to the world around us, meeting our learners and partners where they are and working alongside them to address their most pressing needs.

We will build on our exemplary track record of serving, supporting and growing traditional students by broadening our focus and programs to meet the needs of all types of learners, including nontraditional and adult learners seeking to build new skills or earn credentials that can help them grow in their careers. This means we must also evolve the traditional student definition and build the structures, workforce, places and spaces that attract, serve and grow new types of learners as integral members of our K-State community.

We will leverage our core areas of strength in new and exciting ways — bringing together key elements of the unparalleled K-State student experience, teaching, discovery and engagement to spark groundbreaking interdisciplinary collisions and generate positive economic, community and societal impacts.

We will prioritize and integrate engagement at all levels of K-State, working just as effectively and impactfully out in the community as we do on our campuses with a focus on generating economic prosperity and positively impacting the state of Kansas at every turn.

We will leverage every entry point to K-State as opportunities to amplify the experience people have with our university and how we positively impact their lives — from K-State Athletics events and the tremendous passion they inspire among our K-State community to the Marianna Kistler Beach Museum of Art and McCain Auditorium, where arts and culture beautifully intersect and engage visitors and community members alike.

The same is true for our built environment, where we will intentionally maximize and elevate our three physical campuses (Manhattan, Olathe and Salina); our online programs; our presence in all 105 counties through Kansas State Research and Extension; our research stations and centers across the state; and the significant work our faculty, staff, and students do in the communities we support.

We will reach deeply into our institution and demonstrate both in our words and actions that we are “One K-State.” This means building and maintaining an inclusive culture that values diverse people, perspectives and disciplines and brings them together at every opportunity, knowing that we have greater impact when we work together and operate as one.

K-State is committed, once again, to setting the new standard for learning, creativity, discovery and engagement that will transform lives around the world — especially those **right next door.**





## OUR GUIDEPOSTS

The significant data and input that drove this process also helped clarify our mission, define our vision and articulate the core values that we must live out and hold ourselves accountable to as we move forward. They orient our thinking. They inspire us to be the best possible versions of ourselves. They are guideposts that influence every decision we make. They serve as the foundation for building a culture of mutual accountability. **And they challenge us to operate as One K-State in all we do.**

### MISSION

The mission of Kansas State University is to foster excellent teaching, research and service that develop a highly skilled and educated citizenry necessary to advancing the well-being of Kansas, the nation and the international community. The university embraces diversity, encourages engagement and is committed to the discovery of knowledge, the education of undergraduate and graduate students and improvement in the quality of life and standard of living of those we serve.

### VISION

**Kansas State University will lead the nation as a next-generation land-grant university** — setting the standard for inspiring learning, creativity, discovery and engagement that positively impacts society and transforms lives in Kansas and around the world.

### VALUES

#### CONNECTION

**We are stronger together** — cultivating trust and building relationships to connect our K-State community with our state, nation and world.

#### LEARNER-FOCUSED

**We welcome all who seek to learn and grow** — providing an accessible, inclusive and exceptional experience that helps them achieve their potential.

#### COURAGE

**We lead with bold conviction** — rising to the moment, even when the course is uncharted, to deliver the greatest good for areas of greatest need.

#### PEOPLE-CENTERED

**We are everything because of our people** — supporting, valuing and inspiring our entire K-State community and championing a culture of belonging for all.

#### IMPACT

**We listen, adapt and challenge the status quo** — leading change through learning and discovery that transforms lives and creates shared prosperity for all.

#### STEWARDSHIP

**We are committed to our future** — using our resources responsibly to leave a positive, lasting legacy.



## OUR STRATEGIC IMPERATIVES

Our strategic plan prioritizes areas of focus and elevates strategies that will aggressively accelerate our institution and enable us to meet our 2030 vision of leading the nation as a next-generation land-grant university.

There are many university indicators and metrics that will help guide our success and hold us accountable to our goals. Our colleges, units, departments and affiliates will also set goals and metrics more targeted to their respective environments but that connect with and help to advance our university vision, goals and future — starting with the following strategic imperatives and the goals they contain, which are listed sequentially but not based on priority relative to one another. More detailed targets for each of these strategic imperatives are included later in this plan as our strategic plan measures of success.

These goals and metrics will guide the priorities and strategies contained in this plan along with the actions we undertake to achieve them, the investments we prioritize as a university, the type of workforce we will need and how we most effectively and strategically use our resources. We will be intentional about re-envisioning the underlying structures that support our work and enable our future — recognizing that in order to serve new types of learners and grow our impact to even greater heights, we must think and operate differently than we ever have before.

# BY 2030...

### WE WILL GROW OUR LEARNING POPULATION TO NEW HEIGHTS.

#### IMPERATIVE 1

**We will grow our total enrollment to 30,000 learners** across our campuses and formats by steadily increasing our traditional student population, significantly expanding our nontraditional and noncredit learners seeking microcredentials or certificates, growing our international markets, expanding our graduate student population both on campus and online and investing and growing each of our campuses in Manhattan, Salina and Olathe. The targets we have set for the learning populations that will drive this growth are intentionally framed as ranges to enable us to be nimble and responsive to real-time needs as demand shifts or grows with one or multiple learning populations.

We envision this learning population of 30,000 to include:

- **25,000 to 26,500 degree-seeking undergraduate and graduate students** studying at one of our three physical campuses or online
- Of these, **approximately 4,400 graduate students pursuing their Master's degrees** at K-State, which we will work to significantly accelerate in becoming one of the region's top universities for master's programs, and **approximately 2,250 graduate students pursuing their doctoral degrees** at K-State, which we know will only continue to grow as we elevate our research enterprise and grow our graduate student population seeking master's degrees
- **3,500 to 5,000 nontraditional learners seeking microcredentials or certificates** rather than traditional credits or degrees – ranging from those working toward industry credentials at their worksites and pursuing upskilling opportunities to learners seeking skills that can broaden and enhance their value in the workplace

**IMPERATIVE 2**

**We will grow our first-year retention rate to 92%, our four-year graduation rate to 55% and our six-year graduation rate to 75%** by implementing pathways and support structures that help all students progress through their K-State journey and earn their degree.

**IMPERATIVE 3**

**We will improve our retention and graduation rates across all student populations**, including historically underrepresented, international, Pell-eligible and first-generation students.

**IMPERATIVE 4**

**We will provide every degree-seeking student with applied learning experiences** before they graduate, fulfilling our commitment to prepare students for life beyond K-State starting early in their college experience.



**WE WILL LEAD GROUNDBREAKING DISCOVERY AND INNOVATION, GUIDED BY OUR K-STATE OPPORTUNITY AGENDA.**

**IMPERATIVE 5**

**We will grow our research enterprise and annual research and discovery expenditures to \$300 million and our competitive research grants to \$270 million** through large-scale interdisciplinary research focused on solving the world's grand challenges and developing the workforce to meet these targets.

**IMPERATIVE 6**

**We will develop world-renowned, problem-based interdisciplinary research and education hubs** focused on generating solutions to statewide, national and international problems and making transformative impacts.



**WE WILL HAVE A TRANSFORMATIONAL IMPACT ON COMMUNITIES AND ECONOMIES — IN KANSAS AND AROUND THE WORLD.**

**IMPERATIVE 7**

**We will nimbly and proactively meet the needs of learners, employers and society,** working aggressively to understand and anticipate those needs and aligning our programs, services and structures to equip learners with the skills and experiences they need.

**IMPERATIVE 8**

**We will be known as a university that is “open for business” at all levels,** spurred by impactful community and industry partnerships and a shared focus on making it easy and seamless to work with K-State.

**IMPERATIVE 9**

**We will be a positive force for the Kansas economy** — generating significant economic impact for the state of Kansas, contributing to the economic prosperity of all 105 counties, building social mobility for Kansans and solving problems in our state that can help create a brighter future for our region, nation and world.



**WE WILL OPERATE AS A MODERN, MORE EFFICIENT, HIGH-PERFORMING UNIVERSITY.**

**IMPERATIVE 10** **We will become One K-State in all we do**, supported by a culture that binds and connects us — building teams and partnerships throughout our institution that enhance how we serve our learners, generate groundbreaking discovery and promote positive quality of life across our K-State community.

**IMPERATIVE 11** **We will prioritize a mindset of operational excellence at all levels to move our university forward** — focusing on speed, agility and continually improving and modernizing the policies, processes, systems, facilities and structures that underpin our institution.

**IMPERATIVE 12** **We will continually improve our faculty and staff satisfaction, engagement and climate scores**, gathering the data and feedback we need from our K-State community to ensure we are retaining our best and brightest and continually supporting and meeting the needs of the heartbeat of our institution.

**IMPERATIVE 13** **We will become an employer of choice in Kansas and higher education** that prioritizes a culture of well-being, competitive rewards, recognition of excellence, opportunity, continuous improvement and innovation.

**IMPERATIVE 14** **We will grow our total fundraising and philanthropic giving to new heights – with a target of raising a total of \$2 billion from 2022 to 2030**, further amplifying our ability to serve and support our learners, scale our impact and fulfill our mission.



# THE K-STATE OPPORTUNITY AGENDA

K-State has a long history of excellence and leadership in many areas of scholarly work. However, as with most higher education institutions, our successes often occur in isolated or smaller-scale parts of the university.

**Today, we have both an opportunity and imperative to bring our resources and expertise together in a way that both respects our unique structure and challenges historical norms.** This starts with establishing interdisciplinary areas of focus that both leverage our strengths across the institution and lean into problems K-State is positioned to help solve on a grand scale. These core areas of opportunity are designed to be inherently inclusive so that everyone across our institution can see themselves reflected in them. They are also clearly defined in how they will work to magnify the university's collective impact — recognizing there are many ways for diverse interests, perspectives and programs across each pillar of our land-grant mission to generate economic prosperity for Kansans and contribute to grand societal challenges in an interdisciplinary, mutually beneficial way.

As a land-grant university that also maintains a Carnegie R1 research classification and Carnegie Foundation Community Engagement classification, we have a unique opportunity to further differentiate our teaching and research by integrating our K-State Research and Extension network deep within these areas of focus. Through Extension, we will leverage a statewide network to offer clear pathways and community-based petri dishes both for experimentation and addressing real and pressing challenges across the state, honing best practices locally and regionally that can be scaled for global impact.

## COMMUNITY HEALTH AND WELL-BEING

**UNDERLYING DRIVERS:** establishing community sense of place, improving the health and wellness of communities, building more resilient communities, improving health disparities and outcomes, enhancing education access and outcomes, supporting economic prosperity and meeting the needs of diverse and disadvantaged communities

This focus area encompasses understanding physical, social and cultural features of a community; researching social dynamics and cohesion within a community; identifying and addressing factors that drive health disparities (including social determinants of health and health care policies); and identifying and enhancing the structures, policies and practices that impact accessibility to education.

## SUSTAINABILITY

**UNDERLYING DRIVERS:** working toward a more sustainable future in water, air, energy, climate change, biodiversity and community resilience

This focus area includes considerations of water and resource management practices, the natural and environmental factors that impact resource usage, our health, environment and society; the conservation and restoration of biodiversity; and economic policies and cultural practices and their impacts on human ecology.

## GLOBAL FOOD SECURITY AND BIOSECURITY

**UNDERLYING DRIVERS:** enhancing and expanding food production, developing safe and sustainable agricultural practices and studying animal infectious diseases to improve global health and security.

Relevant work includes practices for increasing food production and the impact of social, political and environmental policies and factors on production, as well as strategies for preventing and controlling infectious diseases and environmental factors that contribute to their prevalence. Other areas may include communication and human impact, supply chain considerations and the interactions between policy and economics that affect food access and security.

## ENABLING TECHNOLOGIES

**UNDERLYING DRIVERS:** innovating technologies rooted in advanced manufacturing, artificial intelligence, internet of things (IoT), big data and data science, cybersecurity, aerospace technology, creativity and smart and connected communities

This focus area can include considerations of how to advance and understand the implications of natural language processing and machine learning, as well as integration of technology across foundational elements of modern human life. It also includes the opportunity to consider the ethical and societal impacts of these integrations.

## OUR PRIORITY FRAMEWORK

In January 2023, K-State adopted six themes as a framework for the strategic planning process and to further guide planning conversations. This strategic plan largely reflects these action-oriented themes that have since evolved from the planning process to the plan itself.

Each theme highlights alignment with the strategic imperatives contained in this plan, a core set of bold ideas that emerged through the planning process as transformational “big ideas,” key priorities and distinct strategies. These strategies build on the work each strategic planning task force completed over the course of the Spring 2023 semester, whose work can be found as appendices to this plan. These themes are presented in this plan numerically for reference purposes; the listed order does not indicate priority.





## THEME 1

### ACCELERATE ACADEMIC INNOVATION TO MEET THE NEEDS OF STUDENTS AND LIFELONG LEARNERS

**We must reimagine everything about how we educate and prepare learners — broadly challenging ourselves to move nimbly beyond our traditional approaches and lean into a culture of disruption, agility and change.**

Like many higher education institutions, K-State is often challenged in how quickly it can adapt to meet the demands of the world around it, particularly when it comes to aligning educational programs with what employers and communities are expressing in real-time as key areas of need and ensuring graduates are uniquely positioned for immediate success. We now have an opportunity to think differently from other universities in how we more nimbly and rapidly meet these needs, building an internal culture of innovation and disruption and leaning into our status as a land-grant institution that prioritizes external engagement at all levels. To do so, we will reimagine our structures, systems, processes, facilities, campuses and even credentials and degrees with an underlying focus on championing academic innovation and ensuring students remain at the cutting edge of their respective disciplines.

In the short term, this means building upon our exemplary student experience to offer applied learning opportunities for all of our learners, starting with integrating these experiences into the curricula for all our degree-seeking students. It also means implementing strategies that help achieve greater balance among our graduate student population by accelerating the growth of our Master's programs and maintaining the strength of our doctoral-seeking student population, particularly as we work to achieve our bold research imperatives for 2030.

In the long term, this means considering how best to use our footprint to innovatively serve learners based on when, where and how they want to learn, such as exploring the potential of becoming a 12-month operating university or redefining the traditional higher education business model focused on the student credit hour. We recognize there is no one-size-fits-all solution when it comes to meeting students' needs. In doing so, we will approach this idea with flexibility, knowing what works in some disciplines and for some individuals may not work best for others.

#### BOLD IDEAS

- **Transition into a 12-month university** that transforms how we serve learners, offering continuous learning opportunities and new and flexible opportunities through traditional and accelerated course formats and schedules
- Embed **applied learning experiences** into degree and credential plans for all learners through credit-based internships, service-learning, practicums, education abroad and other strategies
- **Rebalance our graduate school population** by steadily growing our doctoral student levels and rapidly accelerating the growth of our Master's degree-seeking students



## KEY PRIORITIES

### BUILD AND PROMOTE A CULTURE OF ACADEMIC INNOVATION THROUGHOUT THE INSTITUTION

- Develop programs, courses and curricula linked to the K-State Opportunity Agenda
- Establish a central university hub to support innovation in teaching
- Develop self-directed undergraduate and graduate programs that facilitate interdisciplinary curricula
- Design experiential learning hubs of students and community members embedded in communities throughout the state, nation and world
- Expand degree completion pathways that incorporate prior learning credit and stackable credential systems

### LEVERAGE INSTITUTIONAL DIFFERENTIATORS TO DRIVE ACADEMIC INNOVATION ACROSS ALL FACETS OF K-STATE

- Establish greater presence in communities where learners engage in need-based projects and curricular and co-curricular activities
- Build the infrastructure and enhance coordination to expand cross-enrollment across K-State campuses
- Design opportunities for undergraduate and graduate research within communities
- Develop work-based learning programs that allow employees to complete degrees while fully employed

### POSITION K-STATE AS THE FIRST-CHOICE EDUCATION AND BUSINESS PARTNER IN KANSAS

- Establish partnerships with community colleges to strengthen pathways to K-State and curricular connections
- Build partnerships with companies to provide targeted continuing education opportunities in coordination with all K-State campuses
- Leverage existing partnerships and build new relationships to expand credential and degree offerings through platforms or consortia

### PREPARE THE NEXT GENERATION OF INNOVATORS, DOERS, AND LIFELONG LEARNERS

- Develop resources and rewards for faculty to innovate and adapt their coursework to include applied learning experiences
- Integrate community-building programs into first-year student experiences built around K-State research priorities or grand challenges
- Accelerate the development of post-baccalaureate microcredentials that offer continuous learning opportunities for alumni and others

## IMPERATIVE ALIGNMENT

- Imperative 1** Grow enrollment to 30,000 total learners
- Imperative 2** Grow first-year retention rate to 92%
- Imperative 3** Improve retention and graduation rates across all student populations
- Imperative 4** Provide every degree-seeking student with applied learning experiences
- Imperative 7** Nimble and proactively meet the needs of learners, employers and society
- Imperative 8** Be known as a university that is “open for business” at all levels
- Imperative 9** Be a positive force for the Kansas economy
- Imperative 11** Prioritize a mindset of operational excellence at all levels



## THEME 2

### BUILD AND SUSTAIN THE NEXT-GENERATION LAND-GRANT WORKFORCE AT K-STATE

**We must establish a foundation that enables us to grow our next-generation land-grant workforce, inclusive of a common culture, systems and structures that value, incentivize, recognize and empower faculty and staff.**

K-State is filled with dedicated faculty and staff who are passionate about the institution and committed to the success of the students and communities they serve. We will amplify and channel this passion by ensuring K-State is a fulfilling, rewarding and equitable place to work for all faculty and staff.

This means thinking differently about how we have traditionally supported our workforce in areas such as evaluations and career paths, where we must streamline and standardize our approaches to ensure all employees have equitable pathways to rewards and advancement. We must modernize how we approach rewards and recognition, from working with colleges and departments to expand how faculty contributions are acknowledged through promotion and tenure to establishing more flexible benefits and rewards that are customized to meet the unique needs of our employees.

This mindset of thinking differently when it comes to our workforce also applies to how, when and where we work. It also means shaping our workforce in different ways to support the changing and growing learner population we will serve in the coming years across all types of learners and delivery formats, to drive the research and discovery we will develop and to amplify our economic and community impact through engagement. We will explore what it means to become a 12-month university for our faculty and staff, as well as how we innovate our academics along such an operating calendar, recognizing that such a model must be flexible to meet the needs of both our workforce and students while maximizing our ability to nimbly serve our stakeholders. We are also committed to establishing workspaces where our workforce can be most effective, from standardizing and expanding our approach to hybrid and remote work to investing in the facilities and physical structures our faculty and staff need to do their jobs effectively.

#### BOLD IDEAS

- Establish a **university employee compensation philosophy** and supporting structures focused on competitiveness and performance
- Rethink and broaden traditional approaches to **incentivizing and rewarding faculty and staff**
- **Expand guidance for promotion and tenure criteria** to fully value and recognize the breadth of faculty contributions to the university and those it serves
- Establish a consistent approach and **common framework for staff evaluations**
- **Grow faculty, staff and graduate students** to meet our research and enrollment targets
- Establish a **culture of career growth, pathways and opportunity** for all employees

## KEY PRIORITIES

### BECOME A LEADER AMONG LAND-GRANT INSTITUTIONS IN WORKFORCE COMPENSATION, BENEFITS AND OPPORTUNITY

- Identify funding to offer equitable, competitive salaries and benefits
- Explore additional, flexible benefits customized to support all employees
- Establish a baseline funding package and equitable work expectations for graduate students

### ATTRACT AND RETAIN HIGH-PERFORMING, TALENTED AND ENGAGED FACULTY AND STAFF

- Hire and retain faculty and staff with varying backgrounds and experiences
- Realize meaningful, positive change in K-State's overall workforce climate
- Build relationships with target doctoral programs to recruit graduates to work at K-State

### ELEVATE EMPLOYEE WELL-BEING AT ALL LEVELS OF THE UNIVERSITY

- Establish a university well-being philosophy
- Develop structures, processes, resources and a culture that promote workforce reward and recognition for faculty and staff at all levels
- Continually assess and modify university workplace policies for flexible, hybrid, virtual and onsite work

## IMPERATIVE ALIGNMENT

- Imperative 1** Grow enrollment to 30,000 total learners
- Imperative 8** Be known as a university that is "open for business" at all levels
- Imperative 10** Operate as One K-State
- Imperative 11** Prioritize a mindset of operational excellence at all levels
- Imperative 12** Continually improve our faculty and staff satisfaction, engagement and climate
- Imperative 13** Become an employer of choice in Kansas and higher education





### THEME 3 DELIVER AN UNMATCHED AND IMPACTFUL STUDENT EXPERIENCE

**We must take an already strong student experience and make it even stronger — empowering students with support and experiences that position them for immediate and lifelong success.**

A highly tailored and exceptional student experience is a hallmark of K-State, particularly for our undergraduate students. Home to an increasingly diverse student population, with faculty and staff who are committed to student success, K-State can further differentiate itself from other institutions and build upon an area of notable strength — leveraging and pooling our resources to reimagine what it means to prepare students not just for success, but for their roles as future leaders and change agents. This means leaning into how we serve a much broader and more expansive learning population that includes urban and rural, Pell-eligible, high-achieving, first-generation, international and domestic, military and adult learners.

One of the most impactful ways we will build upon our student experience is by preparing them for what comes next in life after graduation. As part of this commitment, we will both provide opportunities and then mandate every degree-seeking student participates in at least one high-impact, applied learning experience prior to their graduation. These opportunities can and will be broad in nature so that we can fulfill that commitment to everyone, recognizing that different types of experiences will resonate with different types of learners and disciplines. We will ultimately work to identify how best to integrate applied learning into all programs, beyond just those involving degree-seeking students.

We are also focused on the holistic learner experience, recognizing that different types of learners need different support services to effectively navigate their time at K-State. In some instances, this means focusing on enhancing both the affordability of a learner's time with K-State and the value they receive for their investment. In others, it involves establishing a more comprehensive, integrated student advising model that seamlessly integrates and aligns academic and non-academic support.

At the cornerstone of all this, we will ensure employees and students alike have knowledge of available services and how to access programs and resources before they even step foot on campus, providing early and sustained access to resources that help ensure their success.

#### BOLD IDEAS

- **Reimagine holistic student support** for all learners to include academic, co-curricular and wellness resources
- Expand access to **applied learning experiences for all learners**, including opportunities such as internships, undergraduate research, judging and design teams, on-campus employment, education abroad and student organizations

## KEY PRIORITIES

### CREATE A SUPPORTIVE CULTURE OF HOLISTIC SUPPORT FOR THE WHOLE STUDENT

- Aggressively expand the one-stop-shop concept to streamline student resources and referrals to student services
- Develop integrated student support teams of faculty, academic and financial aid advisors, well-being coaches, alumni mentors, industry experts, tutors and additional support resources
- Increase student undergraduate retention and graduation rates across all student populations, including historically underrepresented, international, Pell-eligible and first-generation students
- Establish pathways and related support that meet the needs of specific student populations
- Develop standard orientation resources for all first semester students (undergraduate, transfer and graduate)
- Standardize advising protocols and technology to deliver proactive, consistent and data-informed advising across the university
- Align the university advising model with the NACADA pillars of academic advising and the National Institute for Student Success K-State Playbook
- Prioritize and direct information and communications to students in a timely, proactive, personalized manner
- Leverage artificial intelligence to help guide students with basic advising processes and maximize relationship-based interactions

### INTEGRATE APPLIED LEARNING EXPERIENCES FOR ALL DEGREE-SEEKING STUDENTS

- Host immersive, discipline-focused, on-campus experiences for high school juniors and seniors
- Partner with industries and communities to expand paid internship opportunities for students
- Develop experiential transcripts to complement academic transcripts that showcase student competencies and skills

### ENHANCE AFFORDABILITY AND VALUE FOR ALL LEARNERS

- Accelerate work to align college and institutional financial aid activities and provide coordinated, proactive outreach to students
- Create opportunities for industry partners to sponsor applied learning for students
- Revise academic calendar to provide graduate assistants with funding from 9 to 12 months
- Establish endowed doctoral student funding lines

## IMPERATIVE ALIGNMENT

- Imperative 1** Grow enrollment to 30,000 total learners
- Imperative 2** Grow first-year retention rate to 92%
- Imperative 3** Improve retention and graduation rates across all student populations
- Imperative 4** Provide every degree-seeking student with applied learning experiences
- Imperative 7** Nimble and proactively meet the needs of learners, employers and society
- Imperative 9** Be a positive force for the Kansas economy
- Imperative 11** Prioritize a mindset of operational excellence at all levels
- Imperative 14** Grow total, combined fundraising to \$2 billion by 2030



## THEME 4 DRIVE TRANSFORMATIONAL DISCOVERY, INNOVATION, AND SCHOLARSHIP

**We must transform how we carry out our research mission in an integrated, interdisciplinary way — from our focus areas and culture to strategically building capacity through structures, resources and people.**

K-State has the opportunity to build on our historic prowess in driving world-class discovery, innovation and scholarship by redefining our discovery culture with our land-grant mission at the forefront and leaning into our status as the only university in Kansas with a presence in all 105 counties.

To do so, we must establish a clear research agenda in alignment with our K-State Opportunity Agenda that leverages our core strengths and pushes us to adopt interdisciplinary approaches, through both basic and applied research, and accelerate the growth of our research enterprise in new and unprecedented ways. We must also build environments, facilities, structures and resources that facilitate large-scale scholarship. This includes more efficiently coordinating and elevating these activities across our institution — best leveraging our existing footprint, providing appropriate pre- and post-award support for large-scale grants, spurring technology transfer and commercialization of the intellectual property our faculty develop, and growing the talented research workforce that enables this work. We will expand our faculty, graduate students and staff commensurate with our 2030 research targets, utilizing approaches like cluster hires aligned with our K-State Opportunity Agenda that focus on attracting and retaining talent in areas key to our future success.

Ultimately, we will create an environment where our partners recognize and seek out K-State as a place that will take their vision and resources to new heights through our talent, research collaboration and connections.

### BOLD IDEAS

- **Align our research enterprise with our K-State Opportunity Agenda** to drive our university's growth strategy through intentional resource deployment in support of these areas
- Transform and elevate our research enterprise, structures, resources and culture to **support and champion interdisciplinary research** on grand, societal challenges
- **Implement strategic cluster hires** to grow priority research areas

## KEY PRIORITIES

### BUILD AND ADVANCE K-STATE'S RESEARCH AGENDA

- Establish and expand transparent, well-communicated, internal seed funding opportunities in support of collaborative research projects in each research priority area
- Establish process for integrating arts, humanities and library expertise into major interdisciplinary grant proposals
- Audit and re-establish centers and institutes intentionally built around K-State Opportunity Agenda areas of focus
- Build and support interdisciplinary graduate programs aligned with priority research areas

### INVEST IN ROBUST INFRASTRUCTURE TO SUPPORT RESEARCH AND SCHOLARSHIP

- Develop university-wide strategy and investment plan for resourcing basic through translational research
- Reorganize and invest in expanded centralized grant support teams and structures
- Establish consolidated core research facilities with shared instrumentation
- Establish physical, interdisciplinary urban research hubs in major cities
- Integrate interdisciplinary research environments as default components of future research buildings
- Modernize research facilities, equipment and instrumentation
- Embed rewards and incentives for development of intellectual property and commercialization into promotion and tenure criteria

### REINFORCE AND STRENGTHEN THE RESEARCH WORKFORCE

- Reimagine and standardize graduate support mechanisms across the university
- Establish university-wide expectations that principal investigators utilize graduate students in their research grants
- Expand incentives and institutional financial support for recruiting and funding post-docs
- Develop model for rotational, interdisciplinary graduate programs

## IMPERATIVE ALIGNMENT

- Imperative 5** Grow research and discovery expenditures to \$300 million annually and competitive research grants to \$270 million annually
- Imperative 6** Develop world-renowned, problem-based interdisciplinary research hubs
- Imperative 9** Be a positive force for the Kansas economy
- Imperative 10** Operate as One K-State
- Imperative 11** Prioritize a mindset of operational excellence at all levels
- Imperative 14** Grow total, combined fundraising to \$2 billion by 2030





**THEME 5**  
**INTEGRATE ENGAGEMENT ACROSS ALL WE DO**

**We must maximize the impact of our engagement, outreach and Extension services — fully leveraging and elevating engagement as the third co-equal pillar of our land-grant mission.**

K-State’s mission-driven imperative for service and engagement distinguishes us from other higher education institutions in the state. This differentiator has helped catalyze the growth and impact of a litany of engagement initiatives taking place at all levels of our university. There are significant opportunities to amplify, elevate and communicate our impact through service and engagement in a more integrated and aligned way across the institution, the 105 counties and tribal areas we support and the nation and world we positively impact. We will use our many achievements in engagement as not only examples, but expectations K-State has for all faculty, staff and students in how they engage with one another and the world around us. K-State 105 offers a platform to cohesively bring these elements together with a joint focus on community engagement and utilizing this engagement to drive economic impact and prosperity for the state.

We will also lean into our core strengths and distinctions as a land-grant university. K-State is the only university with a presence in all 105 Kansas counties, with K-State Research and Extension serving as the hub and infrastructure for this statewide network. Historically, Extension has focused on pushing information out. Today, and in the future, Extension is about partnerships. We must push ourselves to reimagine how university resources and programs like Extension align with rapidly evolving community needs, while more deeply integrating engagement-focused elements like Extension across the fabric of the institution.

**BOLD IDEAS**

- Elevate **our relationship in all 105 counties** as the university’s primary connector to drive business development, partnerships, and job creation in the state
- Maximize the impact of **engagement as a university-wide function** to transform how K-State connects with communities and external stakeholders



## KEY PRIORITIES

### ESTABLISH CLEAR AND CONSISTENT UNIVERSITY POSITION ON ENGAGEMENT

- Develop a shared definition for the spectrum of engagement activities across the university's land-grant mission
- Recognize and reward engaged research, teaching and service in all faculty and staff evaluations
- Establish interdisciplinary innovation funding pool with matching funds for engagement grants
- Establish central, physical spaces and purpose-driven facilities for interacting with the community, engaging in applied work and embracing interdisciplinary engagement activities
- Establish an engagement fellows model inclusive of faculty, staff and Extension specialists and agents
- Establish major cross-college, transdisciplinary collaborations founded on the integration of service, education, research and economic development

### FULLY INTEGRATE ENGAGEMENT ACROSS ALL FACETS OF THE UNIVERSITY

- Establish the Office of Engagement as the university's central unit for coordinating engagement activities
- Develop engagement ambassador model to coordinate engagement activities across colleges
- Design a university engagement training academy for faculty, staff and community partners
- Establish engagement parks and experiment stations for connecting faculty and staff with the surrounding community
- Establish off-campus engagement satellite locations to meet and engage community partners

### ELEVATE K-STATE'S COMMUNITY, ECONOMIC AND TRIBAL CONNECTIONS AND IMPACT ACROSS ALL 105 COUNTIES

- Re-envision and integrate K-State Research and Extension as a university-level priority
- Leverage K-State Research and Extension to spur statewide, community-level broadband adoption, end-user accessibility and workforce development
- Establish model for linking or reconnecting K-State students with their communities through K-State Research and Extension
- Leverage K-State Research and Extension to connect communities with expertise and programming at other Kansas Board of Regents institutions

## IMPERATIVE ALIGNMENT

- Imperative 4** Connect every degree-seeking student with applied learning experiences
- Imperative 6** Develop world-renowned, problem-based interdisciplinary research hubs
- Imperative 8** Be known as a university that is open for business at all levels
- Imperative 9** Be a positive force for the Kansas economy
- Imperative 10** Operate as One K-State
- Imperative 11** Prioritize a mindset of operational excellence in all we do



## THEME 6 INVEST IN THE JOBS AND ECONOMIES OF TOMORROW

**We must focus on business development, job creation and unique partnerships that drive economic prosperity, impact and growth in Kansas and beyond.**

Economic impact has always been a key part of K-State's traditional land-grant mission. As we adapt our focus toward becoming a leading next-generation land-grant university, we must continually align our institution with the rapidly evolving needs and demands of the communities and economies we support, as well as the opportunities our university can help create to improve social mobility for K-State students and Kansans across the state.

This concept of economic prosperity and impact connects to all facets of our institution. We will adapt curricula and remove unnecessary hurdles that inhibit our ability to nimbly respond to employer demands for skills and experiences. We will firmly integrate this focus on workforce preparedness and economic impact into our university-wide focus on applied learning, supplying employers with educated and prepared graduates that meet their needs. We will reimagine existing models like the K-State Career Center as a vital conduit for aligning employer needs and student preparedness in real time. We will empower our colleges, units, faculty and staff with the skills, connections and support they need to form, maintain and scale our community and industry partners — recognizing that our partners don't see us as individual colleges or campuses but as one K-State. We will streamline our structures and processes to more efficiently connect our work and impact to surrounding communities and economies, from sponsored research to commercialization. And we will work with our partners at the KSU Foundation to accelerate how we leverage our campus footprint to form public-private partnerships that create clear, tangible value for our institution.

**Our end goal — making it clear to our partners, the state, the nation and the world that K-State is open for business.**

### BOLD IDEAS

- Reimagine our model for **economic partnerships and industry engagement**
- Streamline and resource the structures to make it **easy to do business with K-State**
- Establish a **university-wide focus on social mobility and economic impact**
- Establish **large-scale public-private partnerships** spanning multiple university programs, units and areas focused on generating significant economic value and impact

## KEY PRIORITIES

### EMBRACE ECONOMIC ENGAGEMENT AS AN INSTITUTIONAL IMPERATIVE

- Encourage all colleges and units to develop annual goals focused on driving economic impact
- Establish university-level sector advisory councils to connect changing economic factors and industry needs with the broader university
- Build awareness among stakeholders, communities and prospective partners that K-State is open for business
- Regularly measure and improve the economic impact K-State has on the state of Kansas
- Establish an economic impact center or institute focused on coordinating across the university to mobilize solutions that align with the state's industry and economic needs

### ESTABLISH SYSTEMS, STRUCTURES AND CULTURE FOR CONNECTING PARTNERS WITH TALENT AND INNOVATION

- Establish a central university structure for industry and corporate engagement, with designated point people embedded in each college and unit charged with both individual and interdisciplinary connections
- Streamline new academic program development pathways to address urgent or significant industry talent needs
- Reimagine the K-State Career Center with a focus on aligning capstones, internships, career advising and talent pipelines across the institution with real-time employer needs
- Streamline and enhance pathways to intellectual property commercialization
- Build new or repurpose existing facilities as integrated, modern environments focused on interdisciplinary research and collaborations with industry partners
- Establish a model for industry-focused mini-sabbaticals for faculty and professional staff

### INTEGRATE APPLIED LEARNING INTO ALL MAJORS, PROGRAMS AND EXPERIENCES

- Identify ways to intentionally integrate applied learning opportunities across the university and create seamless pathways for employer engagement
- Hire faculty and staff with specific skills and knowledge aligned with economic engagement strategies and emerging sectors
- Establish interdisciplinary academic clusters in coordination with industry partners based on industry and employment needs

## IMPERATIVE ALIGNMENT

- Imperative 4** Provide every degree-seeking student with applied learning experiences
- Imperative 8** Be known as a university that is open for business at all levels
- Imperative 9** Be a positive force for the Kansas economy
- Imperative 10** Operate as One K-State
- Imperative 14** Grow total, combined fundraising to \$2 billion by 2030



## OUR CRITICAL ENABLERS: OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT

K-State inspires affinity, passion and support among so many who come into contact with our institution. That connection is even stronger for those closest to K-State — our faculty, staff and students who comprise our internal community. We must empower this community to do their work as efficiently and effectively as possible while enhancing our faculty and staff's ability to continue adding value to the university and those we serve. This involves taking a close and continuous look at our foundational infrastructure, structures and business processes to identify opportunities for streamlining, modernizing and integrating how we do our work in a way that better positions us to fulfill our mission. We will elevate this focus in the same context as our other strategic plan themes and priorities, recognizing the crucial role operational excellence will play in supporting and powering many of our other aspirations.

We must continually recognize we are all part of one university, adopting a culture of One K-State across our institution. One K-State is not a slogan or advertising campaign. It is a mindset and cultural imperative all people and parts of our institution must adopt if we are to become a leading next-generation land-grant university — recognizing we are better together than operating singularly or apart, despite our decentralized environment. This also means holding one another accountable for excellence, quality and performance across all we do. We strive for nothing less. In some cases, it may lead to uncomfortable or difficult conversations or establishing rewards and recognition structures that acknowledge excellence among our K-State community. In others, it may mean changing the way we do business to better serve our students, workforce and surrounding communities. In all instances, we will communicate and engage our K-State community with openness and transparency as we navigate change together.

We must also aggressively and consistently tell our K-State story externally in a way that underpins our growth and elevates our successes. This means clearly defining our K-State brand and establishing a cohesive foundation that clearly articulates the promise behind this brand – both what we expect of ourselves and what our audiences can expect from us. It must also include our colleges, units and entire K-State community uniting around this shared brand platform through which our communications, marketing and outreach activities reinforce one another at every opportunity.

As we move forward in implementing this strategic plan, additional planning must occur given the role critical enablers like facilities, technology, systems, processes, policies and communications will serve in catalyzing our future vision. This work will both yield specific strategies and constantly evolve in the future, demanding that our focus in operational excellence and continuous improvement is similarly flexible and adaptive to future change.

## OUR UNIFYING FOCUS

Operate as One K-State — working efficiently, effectively and collaboratively to support one another in everything we do.

## HOW WE WILL GET THERE

- Establish a culture of continuous improvement and excellence across operations
- Develop detailed operational excellence plans that establish priorities, goals and strategies for technology, human resources, risk and safety, communications and other key operational functions
- Conduct a holistic review of our university budget model to align with our strategic plan and future direction
- Implement standardized foundational processes that support our people
- Implement consistent, modern policies that help inform effective and efficient decision-making across the university
- Establish coordinated, integrated systems to do our core university work
- Develop a new campus master plan with a focus on investing in modern infrastructure that enables cutting edge research and attracts talent
- Establish and implement a university-wide cohesive brand and communications strategy with supporting structures, policies and resources in alignment with the university strategic plan



## STRATEGIC PLAN MEASURES OF SUCCESS

As we move together toward our future as a next-generation land-grant university, we must steadfastly measure our success, recognize our accomplishments and monitor and report on our progress. This starts with an institutional commitment to holding ourselves accountable to this plan and building a sustainable framework to extend this mindset across K-State.

The strategic imperatives outlined in this plan serve as the foundation for this commitment and what we must do at the highest level to achieve our vision. The following includes specific goals and targets that will inform how we achieve these strategic imperatives. In some instances, we must first establish a baseline upon which we can then track our progress. In others, our focus is on positive, directional progress from year to year – targets that will likely become more precise as we establish and better understand underlying data and trends. We will review our progress toward these goals along with our broader strategic plan each year, considering unanticipated challenges or unexpected opportunities that have arisen throughout the year and adjusting accordingly.

These key metrics will be important measures, but not the only measures, of our success. Additional university metrics to track progress toward each strategic imperative, theme area and strategic priority will be identified and utilized for internal tracking, reporting, and ongoing decision making as we implement our plan. Colleges, departments, units, affiliates, task forces and others will also develop their own plans that support these university-level targets with corresponding activities, outcomes and metrics – recognizing that we all have an important role to play in moving K-State forward and achieving our vision together.

We will also work to ensure this plan and related measures of success support and reinforce the goals the Kansas Board of Regents has established to measure and guide the success of higher education across the state – recognizing the progress we make as an institution will have even greater impact on the prosperity of Kansas through our continued alignment and partnership.

THEME AREA	SUCCESS METRIC	2025 TARGET	2030 TARGET
ACCELERATE ACADEMIC INNOVATION	Student and learner enrollment	<p><b>22,750 total students and learners</b></p> <ul style="list-style-type: none"> <li>• 19,500 – 21,000 credit-seeking students</li> <li>• 1,750 – 2,500 noncredit, credential-seeking learners</li> </ul>	<p><b>30,000 total students and learners</b></p> <ul style="list-style-type: none"> <li>• 25,000 – 26,500 credit-seeking students, including 6,650 graduate students (two-thirds Master’s-seeking students, one-third doctoral-seeking students)</li> <li>• 3,500 – 5,000 noncredit, credential-seeking learners</li> </ul>
ACCELERATE ACADEMIC INNOVATION	Applied learning experiences for all students	All students have access to applied learning experiences	100% participation rate in applied learning experiences (mandatory for all undergraduate students)
ACCELERATE ACADEMIC INNOVATION	Credentials awarded by type (undergraduate, Master’s, doctoral, microcredentials and certificates)	Positive growth (targets to be determined)	Positive growth (targets to be determined)

THEME AREA	SUCCESS METRIC	2025 TARGET	2030 TARGET
<b>BUILD AND SUSTAIN OUR WORKFORCE</b>	<b>Faculty, staff and graduate student compensation compared to peers</b>	Competitive with peer institutions	Competitive with peer institutions
<b>UNMATCHED AND IMPACTFUL STUDENT EXPERIENCES</b>	<b>First-year retention rate (overall and by race, gender, Pell recipient, first-generation and international students)</b>	<b>90% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 86%</li> <li>Hispanic/Latino: 86%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 90%</li> <li>Pell Recipient: 85%</li> <li>First Generation: 84%</li> <li>International: 85%</li> </ul>	<b>92% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 90%</li> <li>Hispanic/Latino: 90%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 92%</li> <li>Pell Recipient: 88%</li> <li>First Generation: 88%</li> <li>International: 90%</li> </ul>
<b>UNMATCHED AND IMPACTFUL STUDENT EXPERIENCES</b>	<b>Second-year retention rate (overall and by race, gender, Pell recipient, first-generation and international students)</b>	<b>80% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 70%</li> <li>Hispanic/Latino: 75%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 78%</li> <li>Pell Recipient: 76%</li> <li>First Generation: 75%</li> <li>International: 80%</li> </ul>	<b>81% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 75%</li> <li>Hispanic/Latino: 78%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 81%</li> <li>Pell Recipient: 78%</li> <li>First Generation: 77%</li> <li>International: 82%</li> </ul>
<b>UNMATCHED AND IMPACTFUL STUDENT EXPERIENCES</b>	<b>Four-year graduation rate (overall and by race, gender, Pell recipient, first-generation and international students)</b>	<b>50% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 30%</li> <li>Hispanic/Latino: 40%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 46%</li> <li>Pell Recipient: 37%</li> <li>First Generation: 40%</li> <li>International: 30%</li> </ul>	<b>55% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 40%</li> <li>Hispanic/Latino: 45%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 48%</li> <li>Pell Recipient: 45%</li> <li>First Generation: 45%</li> <li>International: 40%</li> </ul>
<b>UNMATCHED AND IMPACTFUL STUDENT EXPERIENCES</b>	<b>Six-year graduation rate (overall and by race, gender, Pell recipient, first-generation and international students)</b>	<b>70% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 50%</li> <li>Hispanic/Latino: 60%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 60%</li> <li>Pell Recipient: 60%</li> <li>First Generation: 60%</li> <li>International: 58%</li> </ul>	<b>75% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 60%</li> <li>Hispanic/Latino: 65%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 67%</li> <li>Pell Recipient: 67%</li> <li>First Generation: 67%</li> <li>International: 68%</li> </ul>

THEME AREA	SUCCESS METRIC	2025 TARGET	2030 TARGET
<b>UNMATCHED AND IMPACTFUL STUDENT EXPERIENCES</b>	<b>Transfer student first-year retention and graduation rate (overall and by race, gender, Pell recipient, first-generation and international students)</b>	<b>82% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 65%</li> <li>Hispanic/Latino: 87%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 82%</li> <li>Pell Recipient: 82%</li> <li>First Generation: 82%</li> <li>International: 78%</li> </ul>	<b>85% overall</b> <ul style="list-style-type: none"> <li>Black/African American: 70%</li> <li>Hispanic/Latino: 90%</li> <li>Asian, Native Am, Hawaiian/PI, Multi-racial: 85%</li> <li>Pell Recipient: 85%</li> <li>First Generation: 85%</li> <li>International: 82%</li> </ul>
<b>TRANSFORMATIONAL DISCOVERY, INNOVATION AND SCHOLARSHIP</b>	<b>Research expenditures</b>	\$250 million annually	\$300 million annually
<b>TRANSFORMATIONAL DISCOVERY, INNOVATION AND SCHOLARSHIP</b>	<b>Competitive research grants</b>	\$180 million annually	\$270 million annually
<b>INTEGRATE ENGAGEMENT ACROSS ALL WE DO</b>	<b>International engagement (total countries served and total international agreements)</b>	Establish baseline across the university	Positive growth (targets to be determined)
<b>INVEST IN JOBS AND ECONOMIES</b>	<b>Overall economic impact on the state (annually)</b>	Establish baseline	Positive growth (targets to be determined)
<b>OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT</b>	<b>Total annual investment in facilities (renovations and new construction)</b>	\$300 million cumulative (FY23-25)	Targets to be determined based on the completion of the university campus master plan by 2025
<b>OPERATIONAL EXCELLENCE AND CONTINUOUS IMPROVEMENT</b>	<b>Total philanthropic giving (FY22-30)</b>	\$210 million annually (FY25-26)	\$2 billion cumulative (FY22-30)  \$250 million annually (FY30)



**The future of K-State is a bright one — filled with opportunity, potential and promise.**

There is tremendous opportunity and collective will to align our K-State community around a shared vision and the strategies we will accomplish together. That much was clear in the thousands of engagements that informed the development of this strategic plan. As we move forward in implementing this plan, achieving our vision of becoming a next-generation land-grant university, we must continually engage this same community in our work — underscored by a mindset of One K-State in all we do.

**At K-State, while we are proud of our do-more-with-less mentality, we are focused in the future on doing more *with more*.** This plan serves as a guide for how we deploy resources and make investments in our learners, our people, our infrastructure and our communities. As we accelerate our growth and impact in working toward our university imperatives, we expect to generate additional resources that can be redeployed directly back into our strategic plan, effectuating a cycle of continued growth and mission-aligned impact. We must also recognize that momentum takes time to build — moving diligently and slowly at first as we begin to implement this plan, and then ramping up with full acceleration as we approach and move beyond 2030.

**We also recognize there are many changes outlined in this plan that impact the way we have always done things** — from policies and procedures to structures and culture. These changes will require a clear focus on change management and helping our K-State community navigate from our current environment to an even brighter future. And, as we implement change, we must take great care to not lose the essence of K-State and what makes this university so special to all those who hold it dear. We will communicate our progress often and with transparency, highlighting successes and sharing data that clearly connects back to our strategic imperatives and priorities and builds momentum across our K-State community.

**This is a plan that no one individual or team at K-State can implement alone.** It requires all across our community to serve as ambassadors in moving it forward and holding one another accountable for its progress. Colleges, departments and units are responsible for developing their own strategic plans that align with priorities contained in our university-level plan and clearly help to advance our strategic imperatives. We also know that our internal K-State community cannot achieve our vision alone. This strategic plan is rooted in a focus on partnerships at all levels that we will aggressively pursue, recognizing the shared impact we can generate with partners is far greater than what we can achieve by ourselves. This includes partnerships with other universities and colleges throughout our state. We are committed to continually looking for ways to work with other institutions and partner to positively change and grow higher education in Kansas together.

**Most importantly, we must be prepared to adapt as conditions change.** Higher education and the world around us are constantly evolving, as are the needs of the learners, communities and economies we support. We are constantly welcoming new learners to our university who may have different needs or aspirations than those who came before them. We are committed to making our value proposition clear to all who enter our doors or engage with our community and delivering on that promise.

Together, we will achieve our vision of becoming a leading next-generation land-grant university. **Together, as One K-State.**



## LAND ACKNOWLEDGEMENT

As the first land-grant institution established under the 1862 Morrill Act, we acknowledge that the state of Kansas is historically home to many Native nations, including the Kaw, Osage and Pawnee, among others. Furthermore, Kansas is the current home to four federally recognized Native nations: The Prairie Band Potawatomi, the Kickapoo Tribe of Kansas, the Iowa Tribe of Kansas and Nebraska and the Sac and Fox Nation of Missouri in Kansas and Nebraska.

Many Native nations utilized the western plains of Kansas as their hunting grounds, and others – such as the Delaware – were moved through this region during Indian removal efforts to make way for White settlers. It's important to acknowledge this, since the land that serves as the foundation for this institution was, and still is, stolen land.

We remember these truths because K-State's status as a land-grant institution is a story that exists within ongoing settler-colonialism, and rests on the dispossession of Indigenous peoples and nations from their lands. These truths are often invisible to many. The recognition that K-State's history begins and continues through Indigenous contexts is essential.





**KANSAS STATE**  
**UNIVERSITY**